

File

*Personnel*

27 August 1976

MEMORANDUM FOR: Deputy Director for Administration  
Deputy Director for Intelligence  
Deputy Director for Operations  
Deputy Director for Science and Technology  
Comptroller  
General Counsel  
Inspector General  
Legislative Counsel

FROM : E. H. Knoche  
Deputy Director

SUBJECT : Minority Employment

1. I have become increasingly concerned that the Agency has not been as successful in the last two years as expected in the employment of minorities. While our present procedures were designed so that minority applicants receive the widest exposure to offices of possible interest, the "bottom line" (number who enter on duty) has been disappointing. Affirmative decision-making authority is diffused. The decision-making time is almost twice for minority applicants as for non-minorities. In addition, the reasons given for "no interest" are too often less than precise.

2. In an effort to correct this situation, I have approved a new approach for the employment of minorities which will require your full cooperation: The Office of Personnel will designate a senior officer as Coordinator for Minority Employment; each addressee will do likewise. I ask that you delegate decision-making authority on minority applicants to your Coordinator, who will fix accountability for performance. This approach is patterned after the successful system used for some years in recruiting and placing Co-op students and Summer Interns through the use of an Office of Personnel Coordinator. It has worked well.

3. To make this proposal work, the Office of Personnel Coordinator will need to acquire in-depth information on job and personnel requirements from each Directorate and Independent Office. When a minority application is received, the Office of Personnel Coordinator will thoroughly review the individual's qualifications against specific job requirements. Unimpressive applicant files will be rejected on the spot to keep marginal candidates from cluttering up the system as they now do. The Office of Personnel Coordinator will then hand-carry what in his estimation are "good" cases to the appropriate Coordinator for face-to-face discussions on their merits. The latter will do the same thing at the Office level. Presumably, a decision to bring a minority applicant in for an interview and/or to put in process can be made within a matter of days. This should minimize loss to competing organizations.

4. In the event the Office of Personnel Coordinator does not agree with a decision by your designated Coordinator, the issue will be raised immediately to the Director of Personnel/Deputy Director or Independent Office Head level. In rare cases where a resolution cannot be effected at that level, the case will be brought to the attention of the Deputy Director of Central Intelligence.

5. To implement this program as rapidly as possible, I ask that you submit the name of your Coordinator to the Director of Personnel by close of business 7 September 1976. The Coordinators must be senior individuals with ready access to you and your unit chiefs and should have substantive knowledge of your activities. Also of vital importance is the assistance each Coordinator will render the Office of Personnel Coordinator in providing him with in-depth information on personnel and job requirements. Only if precise requirements are formulated can the Office of Personnel Coordinator review and discard those applicant cases which are truly unsuitable.

*E. H. Knoche*

E. H. Knoche

cc: D/DCI/IC  
D/DCI/NIO  
D/EEO  
AO/DCI

SUBJECT: Minority Employment (for signature by DDCI)

(Signed) F. W. M. Janney

26 AUG 1976

ORIGINATOR:

F. W. M. Janney  
Director of Personnel

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DD/Pers/R&P/[REDACTED]:dhg/[REDACTED] (16 Aug 76)

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STATINTL

19 AUG 1976

76-2345  
76-4163

MEMORANDUM FOR: Director of Central Intelligence

FROM : F. W. M. Janney  
Director of Personnel

VIA : Deputy Director for Administration

SUBJECT : Minority Employment

REFERENCES : A. Memo from D/Pers to DDCI, subj.  
Minority Recruitment During the  
Transitional Quarter, dtd 23 Jul 76  
B. Memo from D/Pers to DDCI, subj.  
Black Professionals, dtd 23 Jul 76

1. As noted in the references, we have become concerned that the Agency is not currently as successful as expected in employing minorities. Three years ago we redesigned our present procedures to give minority applicants the widest possible exposure to offices of possible interest. The results in the last two years have been disappointing. Decision-making authority on whether to hire is diffused within the Directorate. The decision-making time is almost twice as long for minority applicants as for non-minorities. In addition, the reasons given for "no interest" are too often less than precise.

2. In a meeting with the Director of EEO and the Chairman of the EEO Advisory Panel, we presented a concept for the further readjustment of our procedures which we believe should improve this decision-to-hire problem. The Office of Personnel will designate a senior officer as Coordinator for Minority Employment; each Directorate will do likewise. These Coordinators will have decision-making authority on minority applicants.

3. To make this proposal work, the Office of Personnel Coordinator will need to acquire in-depth job information from each Directorate. When a minority application is received, the OP Coordinator will thoroughly review the individual's qualifications against specific job requirements. Unimpressive applicant files will be rejected on the spot to keep marginal candidates from cluttering up the system as they now do. The Office of Personnel Coordinator will then hand-carry what in his estimation are "good" cases to the appropriate Directorate

Coordinator for face-to-face discussion. The Directorate Coordinator will do the same thing at the Office level. Presumably, a decision to interview and/or to process can be made within a matter of days.

4. This approach, then, includes a thorough knowledge of job requirements, a substantive screening of minority applicant cases, and a fast decision on those applicants who appear well qualified. This should minimize loss to competing organizations. Both decision-making and accountability are fixed. In the event the Office of Personnel Coordinator does not agree with an adverse decision by a Directorate Coordinator, the issue will be raised immediately to the Director of Personnel/Deputy Director level. In rare cases where a resolution cannot be effected at that level, the Director of Personnel may choose to call the case to the attention of the DDCI.

5. This proposal has been patterned after the successful system used for recruiting and placing Co-op students and Summer Interns. The Office of Personnel has, for some years, designated a Coordinator to handle this job. His ability to acquire in-depth job requirements information, to make judgments on quality, and to obtain fast decisions, has made these two programs both effective and popular with the components involved. About half the Co-ops and one quarter of the Summer Interns convert to permanent staff status upon completion of their education.

6. It is recommended that you approve the approach set out above and sign the attached memo to each Deputy Director so there can be no misunderstanding about either purpose or ground rules.

(SIGNED) F. W. M. JANNEY

F. W. M. Janney

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DD/Pers/R&P/ [REDACTED] dhg/ [REDACTED] 16 Aug 76)

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